



Holly Wolcott <holly.wolcott@lacity.org>

Districts on the Move

1 message

Civitas Advisors <marketing@civitasadvisors.com>

Wed, Nov 9, 2016 at 12:44 PM

Reply-To: us10-e8d3e1b4fc-26d1b07eee@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>



Districts on the Move

November 2016



Temecula Wine Country Tourism Marketing District: 2016-2021

After nearly ten year of discussions, the Temecula Wine Country Tourism Marketing District (TWCTMD) has been unanimously approved by the Riverside County Board of Supervisors! The new TMD marks the 97th district in the state.

Hotels in the city of Temecula have benefitted a Tourism Marketing District for several

years. Building upon that success, lodging businesses outside the City decided to pursue formation of the district in order to create a stable source of revenues dedicated to marketing the broader Temecula Wine Country area as a desirable destination to overnight visitors. With a 2% assessment on assessed lodging stays, the TWCTMD will generate nearly \$190,000 annually, with 80% of the funding designated to sales and marketing efforts designed to increase overnight stays. Visit Temecula Valley, which manages the City of Temecula's existing TMD, will also manage the new TWCTMD.

"The new lodging partners in Temecula Valley Wine Country have been anxiously awaiting the opportunity to be included in Visit Temecula Valley's City marketing efforts," said Kimberly Adams, Founding President & CEO Visit Temecula Valley. "This partnership will provide Temecula Valley a stronger message, a broader reach and much needed lodging inventory for visitors from its drive market to global travelers," Adams said.

With just the City's TMD, Temecula Valley's 2015 travel spend generated \$696 million, up 11.2% in ten years, and supported over 7,300 jobs by hosting over 2.7 million annual visitors. The TWCTMD will build on this success and increase Visit Temecula Valley's marketing budget to over \$2.5 million annually. This additional funds will be used to attract more visitors to the region and expand marketing efforts to the greater Temecula Valley.

Congratulations to Visit Temecula Valley and the hoteliers who helped in the formation of this TMD!



Buena Park Tourism Marketing District: 2016-2021

It's been a banner year for tourism districts in California. Marking the state's 98th district, the Buena Park City Council unanimously approved the formation of the Buena Park Tourism Marketing District (BPTMD) for a 5-year term!

Buena Park hoteliers decided to pursue the formation for many reasons. Among the most important, however, was the competitive budgets the surrounding Orange County cities were spending on tourism marketing, most notably Anaheim, Dana Point, Costa Mesa, Huntington Beach and Irvine. The 2% BPTMD assessment on the room rate will raise approximately \$925,000 to market the assessed businesses and Buena Park as a premier destination, giving them a seat at the table to attract visitors to Buena Park.

"This is a new beginning for Visit Buena Park and its stakeholders. The unanimous approval from both City Council and the hoteliers has proven that they are ready for change and growth. The additional 2% assessment funds will allow us to be more competitive within the tour and travel industry and stretch our marketing dollars to reach new markets both domestically and internationally," said Sara Copping, Executive Director of Visit Buena Park.

The BPTMD includes sixteen lodging businesses with 50 rooms or more, all of which signed petitions in support of the formation. With such incredible support, the district is sure to get off to a strong start. Congratulations to Visit Buena Park and the

hoteliers who helped in the formation of this TMD!

Is your district ready to get on the move? If so, contact us here!



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Holly Wolcott <holly.wolcott@lacity.org>

News Alert: Court Resolves San Diego TMD Lawsuit - Civitas Connections - Summer 2016

1 message

John Lambeth <jlambeth@civitasadvisors.com>

Fri, Sep 2, 2016 at 8:05 AM

Reply-To: us10-e8d3e1b4fc-0f5219889a@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>



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Connections**
Summer 2016



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- General Rules & Exemptions](#)

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NEWS ALERT:

Court Resolves San Diego TMD Lawsuit

By Melanee Cottrill, Civitas

The San Diego Tourism Marketing District (SDTMD) today claimed victory in a three-year battle over the District's most recent renewal.

The case was San Diegans for Open Government (SDOG) v. City of San Diego (City). This case arose from the City's 2012 renewal of the SDTMD. The TMD was created in 2008 for a five-year term; this renewal extended the SDTMD for another 39.5 years beginning in 2013. The renewal was completed at the request of and with approval via a written ballot from hotels within the City of San Diego. The Plaintiff in this case challenged the renewal, claiming that all taxpayers in the City, rather than just the hotels, had the right to vote on the renewal under the California Constitution.

The SDTMD was recently modified to exclude hotels with fewer than seventy rooms, consistent with the original district structure. The exclusion, intended to resolve issues around weighting assessment payments from home-sharing services, also

caused the Plaintiff in this case to lose standing. Because the Plaintiff lost standing, its attorney concluded that the lawsuit is moot and did not argue against the TMD's motion for a judgment dismissing the lawsuit.

The court's action ends a long lawsuit, however, because the Court did not rule on the merits, it does not provide substantive protection to future district formations and renewals. CalTravel and Civitas will continue to pursue other options to protect this vital segment of our economy.

If you would to learn more about this case and it's impact on CA TIDs, please contact us [here](#).



District Announcement:

Oak Park PBID Renewal 2017 - 2027

By Nichole Farley, Civitas

"Without hard work, nothing grows but weeds."

Gordon Hinckley's words embody the spirit and determination of the Oak Park Business Association in completing their second renewal. All PBIDs require hard work, and the recently completed Oak Park PBID renewal was no exception. During the PBID's past two terms, the community has undergone a renaissance, with popular restaurants and a walkable community replacing what once was a weedy neighborhood. That renaissance was put to the test with several challenges during this PBID renewal.

A long-supportive property owner began to face financial difficulties, a small expansion increased a school district's assessment, and the unexpected passing of Terre Johnson, long-time executive director, shook the Oak Park Business

Association. Despite these setbacks, the Board of Directors, with assistance from Sacramento City Councilmember Jay Schenirer's office and interim director Seann Rooney, was able to complete the petition drive and reach 80% support of the returned ballots.

Congratulations to the Oak Park Business Association, the many businesses and organizations, and property owners that helped in the renewal of the PBID!

If you are interested in learning more about the Oak Park PBID renewal contact us [here](#).

Best Practices: California Public Records Act - General Rules and Exceptions

By Nathan Hyde, Civitas

Have you received a Public Records Act request and had no clue on how to respond?

This article briefly explains the law and how it applies to PBID, TBID and BID Owners' Associations.

Summary - The California Public Records Act (PRA) is specifically applicable to government entities—counties, cities, commissions and other local governmental agencies. However, Owners' Associations of assessment districts formed pursuant to the Property and Business Improvement District Law of 1994 and some districts formed under the Parking and Business Improvement Area Law of 1989 are also required to comply with the PRA. The overarching goal of the PRA is to ensure that records are disclosed to the public.

Procedure - If an email is sent to the Owners' Association from John Doe asking for "records relating to contracts paid for with district funds," the Owners' Association has ten (10) days to respond to request. If more time is needed the Owners' Association may extend the initial determination period by an addition fourteen (14) days, under certain limited circumstances. The Owner's Association will need to determine if the corporation possesses documents that match the description and whether any of those documents qualify under the exemptions to the PRA. John Doe should be notified before the initial ten (10) days have lapsed that the request was received, if any records are available, or if additional time is needed. When the requested records have been located, John Doe must be notified that they are available.

Risk of Litigation - Failing to produce requested records may result in a legal challenge. If a plaintiff wins the suit, the plaintiff can be awarded attorney's fees. In addition, the district may suffer negative exposure in the media.

Accurately responding to PRA requests in a timely manner is imperative to prevent negative exposure and potential legal challenges. We encourage Owners' Associations to develop and adhere to a Records Retention Policy and a Public

Records Act Response Policy to ensure compliance and simplify responding to PRA requests.

If you have any questions regarding a PRA request you have received; how PRA exceptions may apply to a request; or developing a Records Retention Policy—please contact us here for assistance.



Hiring 101: Part 3: Trusting Your Gut is Madness

By Melanee Cottrill, Civitas

You've learned that Most Hires are Average. You know that The Best People Aren't Easy to Find. If you need a refresher, here is a link to [our last newsletter](#).

Now that you've found some candidates who could be that elusive above-average hire, at least on paper, it's time to start digging. Just like digging a hole, when digging into a candidate's qualifications it's critical to make sure that we're using the right shovel. They may look great on paper – but in reality, mom and dad may have held their hand to that 4.0 grade point average – and I don't think you want mom and dad coming to work every day.

The typical hiring process starts – and scarily enough, often ends – with a job interview. An interview that is likely to be driven by confirmation bias, our tendency to seek information that confirms our initial impression of a candidate, as Google's Senior Vice President of People Operations, Laszlo Bock, notes. "Based on the slightest interaction, we make a snap, unconscious judgment heavily influenced by our existing biases and beliefs. Without realizing it, we then shift from assessing a candidate to hunting for evidence that confirms our initial impression." Confirmation bias is natural, we all do it whether we realize it or not.

So how do we overcome our nature?

Structure, my friends, is the answer. A normal, unstructured interview is not especially effective at predicting job performance. In a study of Google's internal hiring process, Bock determined that unstructured interviews can "explain only 14 percent of an employee's performance." Add a little structure, however, and that

number nearly doubles to 26 percent.

Structure doesn't have to be complicated. Create a list of standard questions for every interviewer to use – and don't deviate from them. Follow-up questions are fine, there is nothing wrong with digging deeper. But don't let the interviewers add or remove questions. Have every interviewer take notes (candidates inevitably start to run together in our minds), and rate answers on a scale of 1-5, with 1 being terrible and 5 being the most amazing answer ever possible. As hiring guru Lou Adler says, "use the interview to collect information on the assigned areas, not to vote."

Speaking of interviews ... never, ever, ever have one person interview and make a decision. Instead, do multiple one-on-one interviews. Have each interviewer pose questions related to a particular skill or behavior that is crucial to the job. And in the words of Adler, "If you like the person, be skeptical. Make the person prove his answers. If you don't like the person, give the person the benefit of the doubt. Go out of your way to prove the person is competent."

Coming Up: The Right Skills Are Hard to Fake

[Contact us here to learn more about Civitas' hiring services.](#)

Civitas Partner Feature: Augustine Ideas Crafting A Successful Brand Strategy

By Lee Goddard, Augustine Ideas

In the last issue we discussed the critical elements for defining your brand. In this issue we'll review the steps associated with creating a successful brand strategy for your destination.

In essence, a brand strategy is simply the long-term plan for the success of your brand. It begins with a vision and focuses on specific goals and success metrics. Flip through any business book and you'll quickly discover that organizations with a clearly defined brand strategy are more likely to prosper. Companies without a brand strategy are more likely to fail. It's pretty much a given.

On rare occasions, a successful brand strategy emerges with the inception of the company. Steve Jobs and Apple would be a great example of that. On other occasions it takes a new, visionary leader, such as Lee Iacocca of Ford, to redefine a company's brand strategy. In most instances however, it requires someone outside of your organization – someone who is an experienced strategic and creative thinker, someone who can work through the process that will bring an effective brand strategy to light. That's where Augustine comes in.

The agency's role in developing brand strategy is to facilitate the discovery process – asking questions that prompt new ways of thinking – getting key issues to surface, providing relevant feedback and achieving resolution. Someone who carefully guides you towards that "Ah ha!" moment where everything becomes clear.

The resulting strategy will be a synthesis of in-depth discussions and discoveries, enlightening research, complex analysis, rational thinking, and creative intelligence.

Interested in learning more about how Augustine can craft a successful brand strategy for your destination? Please contact Keith Sherman here.

Civitas is Hiring! Join our team!

Have you been searching for an internship at a growing company with long-term potential? Look no further! You've discovered your chance to join the team at Civitas Advisors, the national leader in special districts. Our work helps revitalize commercial areas and raise millions of dollars every year for organizations throughout the nation. We are looking to add a creative, rockstar marketing intern to our team. If you are a quick learner and always looking for ways to improve and innovate, we want to hear from you!

[Read More and Apply Here!](#)

Job Openings With Our Partners

Visit Napa Valley - Controller

You are a strategic-minded, detail-oriented, go-getter. While you enjoy brainstorming and strategizing with an executive team, you also have a high attention to detail and a penchant for record-keeping. You are excited by the opportunity to represent our organization and make many presentations – especially to the Board of Directors and City Council. [Read more and apply here!](#)

Visit Wichita - Marketing Statistics Manager

You think data is beautiful, and you know it has a tale to tell. You enjoy gathering and analyzing facts and figures, and have worked with CRM systems in the past. You are able to see between the lines and can explain what the numbers mean in real world insights, trends, and stories. You're happy working alone with the numbers, but also enjoy working with the rest of our team to turn the numbers into stories that will help bring visitors to Wichita. You will coordinate your efforts with our marketing, public relations, and research departments, giving them information that will enhance their efforts. You'll also work closely with our vendors to obtain the information you need. [Read more and apply here!](#)

Visit Wichita - Website Manager

As our website manager, you'll be "the one" when it comes to everything web and mobile. You'll work closely with our teams to create and place website and app content, constantly seek new ways to ensure our website is best in class, and evaluate website statistics to make educated improvements. You'll have monthly and annual goals and strive not just to meet, but to beat them. To be successful in this position, you'll need to know CMS, CRM, HTML, CSS, and Photoshop. [Read more and apply here!](#)



Where to Find us Next:

Ohio Conference on Travel

October 26-28, 2016

[Learn More Here](#)

Tulsa 2016 Regional Tourism Annual Meeting

Thursday September 15, 2016

[Learn More Here](#)

If you would like to schedule an appointment with us at this upcoming event please contact us here.



Civitas is a proud supporter of the Child Abuse Prevention Center, donating \$100 for every district we form. [Click here](#) to learn more about CAPC's work in the prevention of child abuse.



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Our mailing address is:

1102 Corporate Way, Suite 140
Sacramento, CA 95831

www.civitasadvisors.com

www.tourismimprovementdistrict.com

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Holly Wolcott <holly.wolcott@lacity.org>

Fwd: LATMD - Rollover Funds as of December 31, 2016

2 messages

Miranda Paster <miranda.paster@lacity.org>

Thu, May 19, 2016 at 11:36 AM

To: "Wolcott, Holly" <holly.wolcott@lacity.org>

Cc: "Hinkson, Rosemary" <rosemary.hinkson@lacity.org>, "Hoppes, Shannon" <shannon.hoppes@lacity.org>

Good Morning.

Please note that the LATMD is interested in establishing a reserve fund as listed in the email below. Please review and let me know your thoughts on the reserve fund. LATMD would like to add it to its Annual Planning Report for 2017. Please note John Lambeth's email below.

Thank you.

----- Forwarded message -----

From: **John Lambeth** <jlambeth@civitasadvisors.com>

Date: Fri, Apr 29, 2016 at 10:42 AM

Subject: Re: LATMD - Rollover Funds as of December 31, 2016

To: Miranda Paster <miranda.paster@lacity.org>

Miranda,

Have you had a chance to review this with Holly?

Best regards,

John

On Wed, Apr 13, 2016 at 2:12 PM, John Lambeth <jlambeth@civitasadvisors.com> wrote:

Miranda:

It was great talking to you a couple of weeks ago. I mentioned that the LATMD was in the process of planning the appropriate rollover amount to continue from December 31, 2016 to January 1, 2017. You asked that I send you an email detailing the amount and providing a reasonable basis for the request.

At its March 10, 2016 meeting, the Tourism Marketing District (TMD) Board of Directors unanimously asked that we formally request approval from the City Clerk to move forward the \$8.9 million in reserve funds to provide essential funding for mitigation of a catastrophic event, hosting of influential industry events to showcase Los Angeles, and resources to attract select mega events to the TMD hotels of Los Angeles. Please let this email serve as our request.

Catastrophic Event

The Board believed that substantial funds should be set aside in the event of a **local disaster** which we have seen devastate tourism overnight in Los Angeles and other cities. (i.e. Northridge

earthquake, San Diego fires, Katrina hurricane.)

A 2014 study conducted by Swiss RE ranks LA in the top 10 cities worldwide to be impacted by a disaster (earthquake, fires, coastal flooding), and LA is ranked a startling #4 in world cities at risk for an earthquake disaster.

As proven true in the Northridge Earthquake, perception hurts tourism more than the actual effects of an earthquake. Had LATCB had the resources to help mitigate the effects of negative publicity, tourism would have recovered sooner than the two year period it took.

Unlike a PBID, the LATMD is susceptible to sudden disastrous impacts from **global events**. In the early 2000s, Los Angeles was significantly impacted by SARS. The disease struck LA's largest markets in Asia and immediately curtailed visitation from this lucrative market. It is likened to recent outbreaks of Ebola, or the Zika virus that is impacting travel from South America to Los Angeles today.

The 9/11 attacks in 2001 so impacted travel to the U.S., that the federal government enacted a "bail out" to assist the airline industry. The increase in terrorist events, like Paris, Brussels and San Bernardino, today pose a constant threat to tourism in major markets such as Los Angeles.

In the event of a local disaster or global event, hotels and airlines are the first to be negatively impacted. Once the disaster is managed, LATMD must have resources on hand to be nimble enough to manage or mitigate negative perceptions, adjust marketing strategy, and boost advertising as needed. To effectively launch a focused and integrated (broadcast, print and digital marketing) campaign targeting just LA's top domestic markets would require a minimum of \$4 - 5 million dollars with an additional \$1 - 2 million for digital marketing internationally.

Tourism Industry Events

The TMD Board of Directors is committed to pursuing and hosting select large industry trade shows to showcase LA's hospitality industry, thereby driving demand for TMD hotels. Since industry events are booked 4 - 8 years out, and hosting costs are significant, the TMD Board feels it is prudent to plan for future industry events and recommends allocating funds to the reserve which will be compounded in the years preceding these key events.

A prime example of an industry event is *International Pow Wow (IPW)* which was last hosted in Los Angeles in 2012 and cost nearly \$5 million to host. (Chicago spent \$6 million to host in 2015). IPW is booked for 2024 in Los Angeles and attracts international tour operators and media from around the world (5,000 pp) and is considered the premier international marketplace by hoteliers.

Other critically important industry events under consideration for future years include the American Society of Association Executives (ASAE) Annual Meeting and Exposition that attracts meeting planners worldwide. Also attracting meeting planners globally are the Incentives, Meetings, Events & Expositions America (IMEX) and Professional Conference & Meetings Association (PCMA).

City-wide Mega Events

The TMD Board is also firmly committed to planning for future mega events with significant proven impact to drive hotel demand to TMD hotels within the City of LA. These large events require considerable lead time, strong support from the hotel community and specific commitments to meet the hosting obligations.

Given recent developments in Los Angeles, it is very likely that Los Angeles will be awarded several major events within the next 5 - 10 years and the TMD Board recommends that funds from the reserve also be allocated towards future hosting costs. Examples of city-wide events could include a NHL All-Star Weekend (booked 2017), NBA All-Star Weekend (booked 2018), an MLB All Star, a future Super Bowl, as well as the LA24 Olympics in 2024.

It is intended that resources from the Reserve Fund would be allocated as follows:

| | |
|--------------------------------|---------------------------------------------------------|
| Catastrophic Events | \$5 million in advertising & marketing funds |
| Future Tourism Industry Events | \$1.8 million to build reserve to off-set hosting costs |
| City-wide Mega Events | \$2.1 million to build reserve for hosting obligations |

Given the unique role of the Los Angeles Tourism Marketing District and the strong TMD Board of Director's involvement and commitment to building hotel demand for the future, we hope you will grant approval of this request to move the Reserve Fund into the fiscal year of January 1-December 31, 2017. Please let me know if you have any questions or concerns.

Best regards,

John



John Lambeth

President and CEO

Attorney at Law

1102 Corporate Way, Suite 140

Sacramento, CA 95831

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jlambeth@civitasadvisors.com



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John Lambeth

President & CEO

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Counting my blessings - Sing and be Happy Today!

http://clerk.lacity.org/stellent/groups/departments/@clerk_master_contributor/documents/contributor_web_content/lacityp_026712.png

Holly Wolcott <holly.wolcott@lacity.org>

Thu, May 19, 2016 at 12:15 PM

To: Miranda Paster <miranda.paster@lacity.org>

Cc: Rosemary Hinkson <rosemary.hinkson@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>

Is it subject to Special Benefits? If not, you are probably ok.

[Quoted text hidden]



Holly Wolcott <holly.wolcott@lacity.org>

One (1) BID item in the Economic Development Committee meeting Tuesday, May 10, 2016, 1 p.m., Room 1010, City Hall

3 messages

Rick Scott <rick.scott@lacity.org>

Mc

To: Holly Wolcott <holly.wolcott@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, Miranda Paster <miranda.paster@lacity.org>, Rosemary Hinkson <rosemary.hinkson@lacity.org>

Proposed Echo Park BID formation:

| | |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ITEM NO. | (4) |
| 10-0154 | |
| CD 1,13 | City Clerk report relative to amending the consultant contract to allow for continued formation efforts in connection with the proposed Echo Park Business Improvement District. |
| | Fiscal Impact Statement Submitted: Yes |
| | Community Impact Statement: None submitted. |

Information regarding this item is attached.

--
Rick Scott
Neighborhood and Business Improvement District Division
Office of the City Clerk
213.978.1121 direct
213.978.1099 main
Fax 213.978.1130
Rick.Scott@lacity.org

Proposed Echo Park BID formation.pdf
3086K

KamranV <p@epcc.la>

Tue, May 10, 2016 at 4:52 AM

To: Gina T <gtrechter@civitasadvisors.com>, Holly Wolcott <holly.wolcott@lacity.org>, Miranda Paster <miranda.paster@lacity.org>, Rick Scott <rick.scott@lacity.org>, Rosemary Hinkson <rosemary.hinkson@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, "board@epcc.la" <board@epcc.la>

Excellent news rick. Is this something that we should attend? I am personally out of town if so but I can see about another board member attending and/or our consultant Gina. Please advise.

[Quoted text hidden]

Rick Scott <rick.scott@lacity.org>

Tue, May 10, 2016 at 6:49 AM

To: KamranV <p@epcc.la>

Cc: Gina T <gtrechter@civitasadvisors.com>, Holly Wolcott <holly.wolcott@lacity.org>, Miranda Paster <miranda.paster@lacity.org>, Rosemary Hinkson <rosemary.hinkson@lacity.org>, Shannon Hoppes <shannon.hoppes@lacity.org>, "board@epcc.la" <board@epcc.la>

It's not necessary but it would be good if someone from the proponent group was in attendance.

Unless the item is moved by the Chair of the the Committee on consent, this may be the public's only opportunity to speak. If the Committee recommends that the item be approved by Council it will probably be on next week's agenda for a vote of the full Council. If it's already had a public hearing (in Committee), Council may or may not open it up for public comment before voting.

[Quoted text hidden]

HOLLY L. WOLCOTT
CITY CLERK

—
SHANNON D. HOPPE
EXECUTIVE OFFICER

City of Los Angeles CALIFORNIA



ERIC GARCETTI
MAYOR

OFFICE OF THE
CITY CLERK

NEIGHBORHOOD AND BUSINESS
IMPROVEMENT DISTRICT DIVISION
200 N. SPRING STREET, ROOM 224
LOS ANGELES, CA 90012
(213) 978-1099
FAX: (213) 978-1130

—
MIRANDA PASTER
DIVISION MANAGER

clerk.lacity.org

April 11, 2016

Honorable Members of the City Council
City Hall, Room 395
200 North Spring Street
Los Angeles, California 90012

Council District 13

REGARDING: THE PROPOSED ECHO PARK BUSINESS IMPROVEMENT
DISTRICT

Honorable Members:

The Office of the City Clerk has received a request from the proponent group of the proposed Echo Park Business Improvement District ("District") to amend the consultant contract to allow for continued formation efforts of the District.

BACKGROUND

On April 9, 2010, the City Council (Council File No. 10-0154) authorized the expenditure of up to \$40,000 from the Business Improvement District Trust Fund No. 659, and \$40,000 from the Echo Park Chamber of Commerce or other entity as matching funds for activities related to the establishment of the Echo Park Business Improvement District in Council Districts 1 and 13. The City Council further authorized the City Clerk to prepare, execute, and administer a contract between the City and a consulting firm to be chosen through a request for proposal process to provide consulting services for the formation of the Echo Park Business Improvement District.

A consultant was chosen and awarded the business improvement district formation contract and subsequently delivered three of the seven tasks to form a business improvement district. The contract expired in May of 2013. The proponent group continued to do outreach for the business improvement district formation effort and has submitted a letter dated March 7, 2016 to the City Council requesting the City amend the original contract and allow the consultant to complete the formation. The proponent group has reassessed the proposed area and its needs and is ready to move forward to complete the formation.

SCOPE OF WORK

The City Clerk will provide a supplemental agreement to the original proposed Echo Park Business Improvement District formation contract that will enable the formation effort to continue by utilizing the work previously performed. The supplemental agreement reduces the total contract cost to \$60,000, amends the deliverables and updates the timeline. Additionally, the amendment includes the acceptance of \$20,000 from the proponent group to complete the formation and an initial business improvement district operation date of January 2018.

The Scope of Work for the continuation of the formation activities for the proposed Echo Park Business Improvement District are included in the Amendments section of the attached draft of the Supplemental Agreement to contract Number C-118452. The amount of funds for the Supplemental Agreement include \$15,350 remaining from the original contract and \$20,000 from the Echo Park Chamber of Commerce for a total of \$35,350.

SUMMARY

The City Clerk believes it is in the best interest of the City and the wisest use of the funds already expended on the formation of the proposed Echo Park Business Improvement District to approve the supplemental agreement to the original contract with the deliverables as outlined in the letter from the business improvement district formation proponents. The deliverables are in line with the original agreement and make the best use of the funding available for this proposed formation. The City Clerk believes that a business improvement district formation will result from the amended Supplemental Agreement as proposed.

FISCAL IMPACT

There is no impact on the General Fund.

RECOMMENDATIONS

1. FIND that the execution of the Supplemental Agreement to contract C-118452 is necessary for the continuation of business improvement district formation activities.
2. AUTHORIZE and INSTRUCT the City Clerk to execute a supplemental agreement to contract C-118452 with CIVITAS which amends the original contract, subject to the approval of the City Attorney as to form and legality.
3. AUTHORIZE the City Clerk to accept and deposit into BID Trust Fund 659, \$20,000 from the proposed Echo Park Business Improvement District proponent

Honorable Members of the City Council
Page 3

group for the completion of the business improvement district formation prior to the continuation of formation activities.

4. AUTHORIZE the City Clerk to make any clarifications or technical corrections to effectuate the intent of this Council Action.

Sincerely,



Holly L. Wolcott
City Clerk

HLW:SDH:MCP:RMH:rks

Attachments:

Echo Park Business Improvement District Proponent Group Letter
Draft Supplemental Agreement to Contract Number C-118452 between the City of Los Angeles and Civitas Advisors, Inc.

ECHO PARK

CHAMBER OF COMMERCE

March 7, 2016

Honorable Mayor and Council Members
City of Los Angeles
200 N. Spring Street, Room 360
Los Angeles, CA 90012

Re: Echo Park Business Improvement District – Request for Contract Extension

Dear Council Members,

It has been a pleasure working with your team on the Echo Park Business Improvement District. I am writing to provide more information on our request to extend Civitas' contract related to the EPBID. We would like to continue the process in creating a Business Improvement District. We understand that a supplemental agreement with Civitas will be necessary to complete the project. We hereby request that the City: (1) enter into a supplemental agreement with Civitas through August 2017 to complete formation of the EPBID and reduce the total contract price by \$20,000; and (2) accept \$20,000 from the Echo Park Chamber of Commerce for the project.

In the nearly two years since the contract expired, the Echo Park Chamber of Commerce has continued its efforts to build support for the proposed BID. We have been diligently working with property owners and reached a point where there is significant support for the district. In addition, we have earmarked the sum of \$20,000 to complete the district formation. We have kept in contact with Civitas during this period, and agree that there is sufficient support among property owners to create the district.

To date, the City has paid Civitas the sum of \$24,650 for work completed on the Echo Park BID project. Pursuant to the contract, the amount paid does not include a fifteen percent withholding equaling \$4,450 (Civitas' invoices totaled \$29,000). A balance of \$11,000 remains from the City's original allocation of \$40,000.

In order to make the investment of \$24,650 already made by the City meaningful, Civitas is willing to complete the project for the remaining balance of available funds (up to \$15,450 from the City and \$20,000 from the Chamber for a total of \$35,450). This is \$20,000 below the original proposed contract price (a total of \$60,000 rather than \$80,000). Further, we understand that additional work will be necessary to update the database, Management District Plan, and Engineer's Report. Civitas has expressed their willingness to take on the additional work at the reduced total contract cost and have proposed the enclosed corresponding payment schedule. The additional \$20,000 is not required in as the Echo Park Chamber of Commerce is willing to act as the non-profit administering the BID.

Please don't hesitate to contact me at (323) 213-9295 or Gina Trechter of Civitas at (951) 285-1461 if you have any questions.

Best regards,

Kamran Valanejad || Echo Park Chamber of Commerce, President || p@epcc.la



| Deliverable | Original Date and Price | Amended Date and Price |
|-------------------------------------|--------------------------|--------------------------|
| Feasibility Study | February 2011 - \$10,000 | February 2011 - \$10,000 |
| Database | March 2011 - \$5,000 | December 2016 - \$8,500 |
| Management Plan & Engineer's Report | December 2011 - \$14,000 | January 2017 - \$28,000 |
| Petition Drive | March 2012 - \$8,000 | March 2017 - \$6,000 |
| Assessment Ballot Drive | May 2012 - \$3,000 | May 2017 - \$5,000 |
| Proof of Nonprofit Status | December 2012 - \$20,000 | July 2017 - Free |
| BID Initial Operation | May 2013 - \$20,000 | August 2017 - \$2,500 |

Supplemental Agreement to Contract Number C-118452
Between the City of Los Angeles and Civitas Advisors, Inc.

This Supplemental Agreement to Contract Number C-118452 ("AGREEMENT") is made and entered into by and between the CITY OF LOS ANGELES, a municipal corporation ("CITY") and CIVITAS ADVISORS, INC. ("CONSULTANT") with reference to the following:

WHEREAS, CITY and CONSULTANT have entered into an AGREEMENT for the performance of services related to providing consultant services for the proposed establishment of the Echo Park Business Improvement District; and

WHEREAS, the term of the Agreement expired May 1, 2013 and the CITY and the contract services remain as required by CITY;

WHEREAS, the CITY and the CONSULTANT agree to continue their contractual relationship through August 1, 2017 in order to allow the CONSULTANT to continue providing services; and

WHEREAS, the proponent group for the proposed establishment of the Echo Park Business Improvement District has sent a letter to the City Council asking that the BID formation continue to completion; and

NOW, THEREFORE, CITY and CONSULTANT agree that the AGREEMENT be supplemented effective upon attestation with the following amendments:

AMENDMENT

1. Section 1, TERM OF THE AGREEMENT. Section 1 shall be amended to read in its entirety as follows:

1.1 The term of this AGREEMENT will commence on the date of attestation by the City Clerk, and will, unless otherwise terminated as set forth herein, end on August 1, 2017. Said term is subject to the provisions herein. Performance shall not commence until the contractor has obtained the CITY'S approval of the insurance required in CITY'S Standard Provisions PSC-18 herein.

2. Section 2, TOTAL AMOUNT OF FUNDS. Section 2 shall be amended to read its entirety as follows:

2.1 The total amount of funds to be disbursed under this AGREEMENT will not exceed \$60,000. Of the total funds available, \$40,000 comes from the

CITY CLERK and the remaining \$20,000 comes from the Echo Park Community, including the Echo Park Chamber of Commerce and other business entities in the target BID area.

3. Section 4, PERFORMANCE SCHEDULE. Section 4 shall read in its entirety as follows:

- 4.1 CONSULTANT shall perform tasks listed in APPENDIX 1, Amended Maximum Fee and Performance Schedule for the Proposed Echo Park BID.

4. Section 7, COMPENSATION AND METHOD OF PAYMENT. Section 1 shall be amended to read in its entirety as follows:

- 7.1 The following are authorized to bill under this AGREEMENT:

A. CIVITAS

John Lambeth

Gina Trechter

Nathan Hyde

Melanee Cardoza

Giancarlo Cretaro

B. SUBCONTRACTOR

Orin Bennett, Bennett Engineering Services

5. Section 9, NOTICES AND REPRESENTATIVE OF THE PARTIES. Section 9 shall be amended to read in its entirety as follows:

- 9.1 The representatives of the parties who are authorized to administer this AGREEMENT and to whom formal notices, demands, and communications will be given are as follows:

CITY: Holly L. Wolcott, City Clerk
City of Los Angeles
City Hall, Room 360
200 North Spring Street
Los Angeles, California 90012

CONSULTANT: John Lambeth, President
c/o CIVITAS
1102 Corporate Way, Ste. 140
Sacramento, CA 95831

6. Appendix 1, PERFORMANCE SCHEDULE. Appendix 1 shall be amended to read in its entirety as follows: 'Appendix 1 Amended Maximum Fee and Performance Schedule for The Proposed Echo Park BID' as shown as follows on the chart in Appendix 1.
7. Except as herein amended, all other provisions and conditions of Contract Number C-118452 shall remain in full force and effect.

IN WITNESS WHEREOF, this AGREEMENT is duly executed by CITY and CONSULTANT.

APPROVED AS TO FORM:

MICHAEL N. FEURER, City Attorney

CITY:

CITY OF LOS ANGELES, a municipal corporation, acting by and through its Office of the City Clerk

By: _____
Deputy City Attorney

By: _____
HOLLY L. WOLCOTT
City Clerk

Date: _____

Date: _____

ATTEST:

HOLLY L. WOLCOTT, City Clerk

CONSULTANT:

CIVITAS ADVISORS, INC., an economic development consultant

By: _____
Deputy

By: _____
JOHN LAMBETH
President

Date: _____

Date: _____

C-118452 S-1
Agreement No.

10-0154
Council File No.

APPENDIX 1

**AMENDED MAXIMUM FEE AND PERFORMANCE SCHEDULE
FOR THE PROPOSED ECHO PARK BID**

| DELIVERABLES | ORIGINAL AMOUNT & COMPLETION DATE | AMENDED AMOUNT & COMPLETION DATE |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------|
| DELIVERABLE 1 – FEASIBILITY STUDY Including, but not limited to: Surveying POTENTIAL ASSESSEES utilizing written surveys, focus groups, and/or interviews to determine probability of success of creating a BID in the proposed area. <u>Deliverable:</u> Report detailing the results of the feasibility study. Provide proposed boundaries to Analyst. Proof of contact with each POTENTIAL ASSESSEE (e.g. copy of mailing list, copy of sign in sheets from scoping meetings, etc.) | FEBRUARY 2011 ----- \$10,000 | FEBRUARY 2011 ----- \$10,000 |
| DELIVERABLE 2 – DATABASE OF POTENTIAL ASSESSEES Including, but not limited to: Developing a current DATABASE, as defined in Section 2 of this RFP, that is satisfactory to the CITY CLERK and updated as needed. <u>Deliverable:</u> A current DATABASE in Microsoft Office Excel format; property assessment and other data; and a report of CITY-owned property. | MARCH 2011 ----- \$5,000 | DECEMBER 2016 ----- \$8,500 |
| DELIVERABLE 3 – MANGEMENT DISTRICT PLAN AND ENGINEER'S REPORT Including but not limited to: Developing a BID MANAGEMENT DISTRICT PLAN in conjunction with a REGISTERED PROFESSIONAL ENGINEER, the PROPONENT GROUP, and the CITY CLERK pursuant to all applicable laws and Sections 3 and 4 of this RFP. <u>Deliverable:</u> A MANAGEMENT DISTRICT PLAN supported and accompanied by a legible map with parcels easily identifiable and a stand-alone detailed ENGINEER'S REPORT. | DECEMBER 2011 ----- \$14,000 | JANUARY 2017 ----- \$28,000 |
| DELIVERABLE 4 – PETITION DRIVE Including but not limited to: Creating a PETITION in a format approved by the CITY CLERK and obtaining signatures adhering to the requirements of Sections 3 and 4 of this RFP, the CITY CLERK and all applicable laws. <u>Deliverable:</u> Draft and final signed copies of PETITIONS adhering to the requirements of the CITY CLERK and all applicable laws and submitted by the deadline determined by the CITY CLERK. | MARCH 2012 ----- \$8,000 | MARCH 2017 ----- \$6,000 |
| DELIVERABLE 5 – ASSESSMENT BALLOT DRIVE Including but not limited to: Providing supplemental and mailing materials for an ASSESSMENT BALLOT drive as approved by the CITY CLERK, including an updated DATABASE, related to the ASSESSMENT BALLOT drive as required by the CITY CLERK and all applicable laws <u>Deliverable:</u> Submit an updated DATABASE, mailing materials, and copies of the final CITY CLERK approved MANAGEMENT DISTRICT PLAN, ASSESSMENT BALLOT completion instructions, and all additional documentation as required by the CITY CLERK and applicable laws by the deadline determined by the CITY CLERK | MAY 2012 ----- \$3,000 | MAY 2017 ----- \$5,000 |
| DELIVERABLE 6 – PROOF OF NONPROFIT STATUS Including but not limited to: Documentation associated with CONTRACTOR'S assistance to CITY with identifying a NON-PROFIT ORGANIZATION that could administer the BID <u>Deliverable:</u> Copies of the tax-exemption letter from either the Internal Revenue Service or the California Franchise Tax Board; Articles of Incorporation approved by the California Secretary of State; Bylaws; and letter of exemption for a business tax license from the City of Los Angeles Office of Finance Tax and Permit | DECEMBER 2012 ----- \$20,000 | JULY 2017 ----- GRATIS |
| DELIVERABLE 7 – BID INITIAL OPERATION Including but not limited to: Assist appointed NON-PROFIT ORGANIZATION to begin BID operation and ensure compliance with ADMINISTRATIVE CONTRACT requirements (In the event the BID is established and approved by City Council) <u>Deliverable:</u> Original executed ADMINISTRATIVE CONTRACT and Standard Provisions completed by owners association, including certificates of required insurance; copies of minutes from meetings showing adherence to the Brown Act; draft copies of 1 st quarter newsletter and activity report. | MAY 2013 ----- \$20,000 | AUGUST 2017 ----- \$2,500 |

(NOTE: The total amount of the contract has decreased from \$80,000 to \$60,000. No additional funds are added for completion of the contract.)

\$80,000

\$60,000



Holly Wolcott <holly.wolcott@lacity.org>

National Travel and Tourism Week - ABC's of TIDs - Five Day Mini Series - Enabling Excellence: Wichita TBID

1 message

Civitas Advisors <marketing@civitasadvisors.com>

Fri, May 6, 2016 at 3:28 PM

Reply-To: us10-e8d3e1b4fc-ec08222d56@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>



**Join us in celebrating
National Travel and
Tourism Week! #NTTW16**



Travel and Tourism are the cornerstones of the American economy, supporting 15.1 million jobs and generating over \$2.1 trillion annually. Civitas is honored to play a part in that through the 153 Tourism Improvement Districts that exist nationwide. TIDs generate approximately \$275 million in stable and dedicated marketing dollars. This funding not only impacts each destination's local economy but also has a ripple effect statewide and beyond. We celebrate these significant achievements through **National Travel and Tourism Week May 1 - May 7, 2016** by bringing awareness to the impact the travel and tourism industry has on our country.

This week we will bring you a five day mini-series focused on innovative and successful TIDs and the specific transformative impact the mechanism has had on each destination. Please join us this week in celebrating Tourism Improvement Districts and all travel and tourism industry partners!

ABC's of TIDs Mini-Series: Day Five: Enabling Excellence

Wichita Tourism Business Improvement District

Wichita is Kansas' largest city filled with great places to dine, shop, and play. It is home to significant aviation and western heritage, arts and culture, entrepreneurs, and festivals. The city is also noted for its breathtaking sunsets, beautiful weather, friendly residents, remarkable affordability, and ease of getting around.

Visit Wichita was the first destination marketing organization in Kansas to establish a tourism business improvement district (TBID). The district began its nine-year term on January 1, 2015.

Prior to establishing a TBID, Visit Wichita's annual budget was roughly \$2.8 million (\$2.5 million from the City's transient guest tax and \$300,000 from private funds.) In 2015, Visit Wichita's budget doubled with the new TBID. Adding roughly \$2.5 million, their total budget became \$5.3 million. The additional funding allowed Visit



Wichita to fund their first multi-platform advertising campaign utilizing television, radio, billboard, print and digital media to promote leisure visitation for Summer, with a second campaign over the Holidays.

"The results are in, and we couldn't be more thrilled. Visitors saw the ads and responded" said Susie Santos, President and CEO of Visit Wichita in an article for The Wichita Eagle on February 28, 2016. "Not only did our campaign inspire incremental travel, visitors who saw the ads stayed longer and did more while they were here and, in fact, spent 52 percent more per trip than those who didn't see the ads." The ads were so well received that in 2015, Visit Wichita's campaign resulted in a **direct spending return on investment of 42:1.**

Visit Wichita's TBID has been highly successful in enabling excellence through dedicated marketing funds.

Could your destination be enabling excellence? Would you like to learn more about the Wichita TBID? Contact us here.

If you would like to stay up to date on all TID news - sign up for the Civitas connections mailing list here!



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Holly Wolcott <holly.wolcott@lacity.org>

1 day to go! Join us! Webinar: DMO Funding Strategies hosted by Civitas and DMAI

1 message

John Lambeth <jlambeth@civitasadvisors.com>

Sun, Jan 24, 2016 at 1:59 PM

Reply-To: us10-e8d3e1b4fc-837c5456e2@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>

[View this email in your browser](#)**1 day to go! Register Now!****Join us for a Webinar!****DMO Funding Strategies*****Tourism Improvement Districts: a stable funding source for******Destination Marketing Organizations*****Please join us:**

January 25, 2016
2:00pm - 3:00pm EST

Question and answer session
to follow presentation

Register Here***Have you struggled with a big vision and a little budget?******Are you looking for a new, stable way to increase your budget?*****TIDs may be the answer you seek!**

In the over 250 DestinationNEXT assessments completed to date by DMOs, funding support and certainty has been ranked the most important of the 10 community support variables. Unfortunately, it is ranked the lowest performing variable. Many DMOs are facing significant funding challenges. Please join us for an

informative webinar on how a new funding tool, the Tourism Improvement District, can stabilize and increase your destination marketing budget.

Presented by:



John Lambeth
President & CEO,
Civitas

Paul Ouimet
Executive Director,
DestinationNEXT
DMAI

This webinar, the first in a new series of DestinationNEXT practices, will focus on two key questions:

- How can Tourism Improvement Districts be used in the US to generate a more stable source of revenue than typical hotel occupancy taxes?
- What approaches can be used in other countries to generate funds for DMOs and CVBs?

Our expert will provide the tools you need to consider a TID as a new funding source.

Please join us and learn how you can grow your budget to match your vision!



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Holly Wolcott <holly.wolcott@lacity.org>

Join us! Webinar: DMO Funding Strategies hosted by Civitas and DMAI

1 message

John Lambeth <jlambeth@civitasadvisors.com>

Tue, Jan 19, 2016 at 9:34 AM

Reply-To: us10-e8d3e1b4fc-719d24c644@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>

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Join us for a Webinar!

DMO Funding Strategies

*Tourism Improvement Districts: a stable funding source for
Destination Marketing Organizations*



Please join us:

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Holly Wolcott <holly.wolcott@lacity.org>

Civitas Connections - Winter 2016

1 message

John Lambeth <jlambeth@civitasadvisors.com>

Wed, Jan 6, 2016 at 9:59 AM

Reply-To: us10-e8d3e1b4fc-d82d6be788@conversation01.mailchimpapp.com

To: Holly <holly.wolcott@lacity.org>

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Winter 2016

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[Where to Find Us Next](#)

Out with the Old: Could you benefit from BID Modernization?

By Melanee Cottrill, Civitas

The year was 1989. Business improvement districts were a new concept just starting to spread around the United States, having originated in New York in the late 1970's. In California, a new state law allowed cities to take the first steps into a brave new world populated with BIDs.

In 1994, a second state BID law built upon the 1989 law's foundation, ushering in a wave of new, specialized districts. Today, our brave new world includes more than 250 BIDs of various types throughout the state, all working to make California an even better place to live, work, and play.

Many of the state's original 1989 law districts remain in place today – indeed, a great number of our readers are funded by them. In recent years, however, we have seen more and more districts converting to the 1994 law.

Why is that, you ask? Well...

Stability

Under the 1989 law, a district must be renewed every ... single ... year.

In other words, every year a publicly noticed City Council hearing is required to continue the district. Every year, the City Council, that one random naysayer-citizen who attends every council meeting, the advisory board, the payors, and anyone else who is paying attention consider whether the district should continue. Maybe it will – indeed, many districts have gone on this way for years – but there is an annual chance that it won't. The annual renewal also creates an annual possibility that funds will be re-directed elsewhere, which has been seen in several locations (consider, for example a city diverting \$160,000 of BID money to hire a new city staff member, under threat of non-renewal).

Under the 1994 law, districts can have an initial term of up to five years, and are renewed for up to ten – greatly reducing the opportunities for diversion and dissolution.

Legal Challenges

Along with an annual renewal comes an annual opportunity to be sued! Every renewal opens a 30-day window in which an opponent can file a lawsuit. In one city, an opponent has filed a lawsuit every year for the past three years – keeping districts embroiled in a constant stream of legal paperwork, depositions, record production, and court dates...essentially everything except the services they were created to implement.

Meanwhile, 1994 law districts only have a 30-day lawsuit window every five or ten years, letting them remain focused on the bottom line – providing services.

Payor Involvement

Under the 1989 law, payors have limited involvement in the district. The city council has the ability to form, renew, and dissolve the district at its discretion. And the city retains ultimate control over expenditures - but appoints an advisory board, which may or may not include payors, to make suggestions as to how to spend the funds. In some 1989 law districts the advisory board has been translated into a nonprofit managing funds and implementing programs. On the opposite end of the spectrum, some BIDs are entirely managed by city staff, with minimal advice from payors that may or may not be heeded.

In contrast, the 1994 law requires a petition by payors to form and renew the district. It also allows for designation of a nonprofit owners association to manage funds. At least a majority of

the nonprofit's board are usually payors, often times the entire board is payors. The greater involvement from payors helps ensure the programs are appropriately benefitting those who pay the assessment, meeting legal benefit requirements.

The Bottom Line

Many 1989 law districts go on for years with no issues. Others do not. Some had no issue, but have been modernized to enjoy the greater stability of a 1994 law district. The conversion process also provides an opportunity to re-visit district parameters – perhaps increasing the assessment rate or growing the boundaries.

If you would like a safer, more stable, payor-driven district, contact us here.



District Spotlight: The Ventura County West Tourism Business Improvement District

By Gina Trechter, Civitas

The Ventura County West Tourism Business Improvement District was formed in 2011 to fund marketing and sales promotion efforts for assessed businesses in the aforementioned cities for a five year term. At an assessment rate of 1.5% of room rental revenue, the district generated an annual budget of approximately \$1,500,000 annually.

As reported by SMG Consulting, the TBID saw many accomplishments in its first few years of operation:

- **Occupancy rates in the three cities, as reported by Smith Travel, increased from 63% in 2011 to 72% in 2014.**
- **Overnight visitors from Ventura, Oxnard and Camarillo have increased to 1.2 million in 2014, up from 1.1 million in 2011.**
- **The website saw nearly 70,000 unique visitors annually.**

In 2014, nearly two years prior to the district's expiration date, the Ventura County Lodging Association (VCLA), the district's governing corporation, decided to build upon the success they had experienced since the inception of their TBID. With the support of the hoteliers, VCLA made the decision to renew their district early with the intention of increasing the assessment rate as well as expanding the boundaries by including the city of Port Hueneme.

As a result of the increased boundaries and assessment, as well as the efforts of the newly named Ventura County West Tourism Business Improvement District (VCWTBID), the budget increased from \$1.5 to \$2.0 million annually! With 79% of the district's funds dedicated to sales and

marketing promotions, over \$1.2 million in funding is dedicated to promoting Ventura, Oxnard, Camarillo and Port Hueneme as tourist, meeting and event destinations.

With the support of both the hoteliers and the four jurisdictions, the process of modifying and renewing the district took approximately seven months. Upon the modification of the Management

District Plan to end earlier than originally anticipated and the drafting of the new Management District Plan, there were three stops at the Ventura City Council: The resolution of intent to modify and resolution of intent to renew, a Public Hearing on the modification and renewal, and lastly a resolution of formation to modify and resolution of formation to renew. Additionally, the Property and Business Improvement District Law of 1994, the law which the VCWTBID is formed under, requires the consent of the other jurisdictions, so there were three stops to request consent from the cities of Oxnard, Camarillo and Port Hueneme.

"When working with experts in the field of TBIDs, the Civitas team made renewal easy! We've seen a significant increase in visitors already to the four cities within Ventura County West, and know that our outreach is making a huge impact to the economic bottom line" said Rebekah Evans, Executive Director of VCLA.

The VCWTBID is just one of many districts that have modified their district early in order to increase the assessment rate or to expand the boundaries. While most wait until renewal to make these types of changes, the VCWTBID renewed almost two years early.

If you are interested in increasing your district's budget or if you would like to learn more about the Ventura County West TBID, contact us here.

Conquering Business Improvement District Formation Delays

By Gina Trechter, Civitas

Whether you are renewing or forming a Business Improvement District (BID), it's imperative to start the process early to establish timely funding and to ensure uninterrupted activities. There are many unknown variables in the process that could potentially cause a delay – Below are some tips to help you get through the process timely and seamlessly:

Plan ahead – Based on a study conducted by Civitas and SMG, the BID process takes 10-12 months on average. If you are renewing a district the process can take as little as 6 months. Meanwhile, formations have been known to take upwards of 12-18 months in some cases. Some factors that influence the timeline include: district size, the amount of outreach that has been done with stakeholders, establishing consensus amongst the stakeholders, and navigating the political approval process.

Early renewal allows a buffer between when the current district expires and when the new district goes into effect. A disruption in district activities could be devastating. It is imperative to give time for any possible bumps in the road.

Establish a relationship – Whether forming or renewing a district, it is critical to establish good relationships with City Staff and stakeholders.

In a survey conducted by Civitas and SMG, fifty-four percent of districts revealed that one of the biggest challenges they faced during the process was educating stakeholders. To overcome this, we recommend conducting multiple outreach meetings and individual meetings with key stakeholders - establishing that line of communication with the owners is crucial for a unified and expeditious process.

City staff members are also key components to the process. You should take the time to know the key players that you will be working with and who will aid you through the city process. This could include the City Clerk's Office, the City Attorney, Mayor, Councilman, or the Economic Development department. The City will need to approve your district, so it is essential they understand your vision and purpose for the district.

Hire a consultant – Consultants can ensure the effort is led by individuals with expertise in the BID process. With their in-depth knowledge and experience in BID formation, consultants can assist in all aspects of the process, including but not limited to: facilitating outreach meetings and focus groups with stakeholders and City Staff, drafting of legal documents, consensus building, navigating the City Council process and providing assistance in overcoming formation obstacles.

Depending on the type of district, you may also need to hire an Engineer and conduct an Intercept Survey. We recommend you identify your consultants early, to ensure the steps in the process are conducted in a timely manner.

If you would like to learn more about the formation process or the many benefits of early renewal, contact a Civitas representative today!



Hiring 101: Part 2: The Best People Aren't Easy to Find

By Melanee Cottrill, Civitas

In our last issue, we wrote about how important it is to make the right hire. In case you missed it, here's a link to [our last newsletter](#).

Today, we're taking the first step in making an amazing hire – finding the right candidates. Finding the right candidates means creating the right job description; and posting it in the right places.

The Right Job Description

Have you ever read a job description so exciting you fell asleep? After all, who wouldn't be excited by the opportunity to "scan and restock inventory items into system when they are delivered; store all items in the cupboards where they belong right away." Or laughed at one that required a "high level of attention to detail and proficiency in English and Spansih."

Clearly, you don't want to be that company. The job description is your first impression, and you want to make it count. A good job advertisement is often more narrative than bullets, demonstrates the company culture and personality, and entices applicants – all while giving them the general idea of the job duties. The advertisement doesn't need to get into the nitty-gritty details, especially for positions with a self-explanatory title. But it can be supplemented by a full position description detailing out the duties.

SAMPLE POSITION DESCRIPTION

The Right Places

Making a strong first impression is crucial – but it has to be made on the right people. Traditional postings on sites such as Craigslist, Monster, and Indeed are a great start and can yield good candidates (just be prepared to slog through quite a few that are nowhere near good). However, as Google discovered, “the first step to building a recruiting machine is to turn every employee into a recruiter by soliciting referrals.”

Your employees have vast networks of potential candidates, whether they realize it or not. And the odds are, at least one of your current employees knows a few folks who would be a great asset to your team. A simple, shareable posting on an employee's LinkedIn profile has infinite potential. Don't be shy about enlisting your employees' aid in spreading the word – you never know who you will find.

Coming Up: Ask the Right Questions

Contact us to learn more about Civitas' hiring services.

Civitas Partner Feature: Augustine Ideas Crucial Elements for Defining Your New Brand

By Lee Goddard, Augustine Ideas

Check out this first installment in our series of key strategies for successful destination marketing.

When guiding our destination clients, we're often asked, “How important is our brand's new identity?” As an industry leader, Augustine answers this crucial question with confidence and professional expertise: While your brand identity is only part of your overall brand strategy, it plays a critical role in determining your destination's success.

Tourism is one of the fastest growing and largest sources of economic activity in the world. Thousands of new destinations and attractions burst onto the U.S. market every year, and all are fighting ferociously for every visitor dollar. Your logo is your brand's crucial visual component that successfully communicates your brand, and strong brand identity elevates the brand by:

- Attracting visitor attention
- Establishing a clear, valued and sustainable point of distinction from competitive destinations
- Providing perceived quality, added value and benefits for the visitor
- Facilitating premium pricing which reduces the need for discounts and incentives

- Engaging and rallying support from destination stakeholders and constituents



The Three Phases of Successful Brand Development

How is a successful brand identity developed? While most of what we create at Augustine is a blend of strategic thinking, creative vision and inspired execution, we follow a strict, three-phase process – **Discovery, Analysis and Strategy, and Identity Design** – when branding our new destination clients.

Phase 1: Discovery

Over the course of several days, select Augustine team members (planners, account managers, PR managers, media planners, creative, etc.) meet in market with key TID members, stakeholders and constituents. During the Discovery process, our team will:

- Explore the destination to develop a thorough understanding of its assets, challenges and differentiating factors.
- Conduct primary research with target visitor segments to:
 1. Understand current perceptions of the destination
 2. Explore perceptions of competitive destinations
 3. Identify key drivers of destination choice
 4. Clarify each segment's path to purchase
- Research TID stakeholders' current customers, needs, challenges, goals, perceptions, values and visions for the future
- Conduct a thorough competitive analysis

Phase 2: Analysis and Strategy

Upon completion of the Discovery phase, the Augustine team will:

- Review and synthesize learnings
- Brainstorm the "Big Idea"
- Define the destination's key brand attributes, differentiating factors and competitive advantage
- Develop brand promise and positioning statement options
- Present the above to TID board members for review and approval

Phase 3: Identity Design

Upon TID approval of the brand promise and positioning, work on the brand identity concepts begins. The Augustine team will:



- Prepare brand and creative briefs
- Develop logo and brand identity concepts
- Present concepts to TID board for review and approval

By utilizing this process with focus and commitment, Augustine fulfills the goals of destination clients by creating brand identities that attract, inspire, engage and motivate target visitors.

Next issue: Strategies for Developing a Successful Brand Strategy.

Interested in learning more about how Augustine can increase visitation to your destination? Please contact Keith Sherman here.

Civitas in the News

Forbes: The TBID Revolution: New Dollars for Tourism Marketing

December 1, 2015

By Andrew Levine, Forbes Contributor

Whoever created the hotel bed tax was a genius. Every year the bed tax (also known as the "transient occupancy tax") adds billions to the coffers of local governments and conveniently comes from visitors rather than local residents.

A significant portion of that money is usually redirected to the support of tourism marketing and tourism-related capital projects. But at times Mayors and City Council Members have found other general fund uses for these revenues. And that can be a significant frustration to a local tourism community.

Enter a new funding innovation that supplements the hotel bed tax called the "TBID" or "Tourism Business Improvement District." In the United States, 150+ TBIDs are now generating over \$250+ million per year – funding that is controlled by the tourism-related businesses who agree to an assessment on their guests ([read the complete article here](#)).

If you would like to learn about the impact a TID can have on your destination contact us [here](#).

Civitas is Hiring! Join our team!

Are you looking for the opportunity to support a great team? To join and grow with a group of people who are the best at what they do? To become the foundation, the rock even, for a successful team?

Look no further!

Civitas, is looking for a rockstar who enjoys establishing and sticking to processes and procedures, but still likes working outside the box. In this position, you'll have the opportunity to do a little bit of everything – but your main focus will be managing client billing, supporting our project managers, and providing administrative support to team members. This is a mid-level position with the opportunity to grow into a senior project manager position in the future.

[Read more and apply here!](#)

Where to Find us Next:

Destination & Travel Foundation Annual Gala
February 9, 2016



Washington, D.C.

[Register Here](#)

Visit California Outlook Forum

February 22-23, 2016

San Francisco, CA

[Register Here](#)

Destination Capitol Hill

March 16-17, 2016

Washington, D.C.

[More Information](#)

If you would like to schedule an appointment with us at any of these upcoming events please contact us here.



Civitas is a proud supporter of the Child Abuse Prevention Center, donating \$100 for every district we form. [Click here](#) to learn more about CAPC's work in the prevention of child abuse.



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